

CABINET COUNCIL ON MANAGEMENT AND ADMINISTRATION

Meeting #16
June 20, 1983, 2:00 p.m.
The Roosevelt Room

MINUTES

Attendees: Meese, Smith, Devine, Carmen, Harper, Thayer, McNamar, Alvarez, Niskanen, Wright, Jenkins, Bledsoe, Dunlop, Hesse, Mossinghoff, Cribb, Korten, Davis, Walters

Administrative Remedies for Employee Misconduct (CM #321)

Mr. Meese introduced this topic by emphasizing its importance to effective management. Mr. Devine summarized the four options which were: 1) issue no government-wide guidance; 2) issue an OPM letter urging agencies to create their own penalties; 3) issue an OPM letter with a sample table for guidance; or 4) issue a mandatory government-wide table of penalties.

Ms. Hesse noted that DOE has been using a table of penalties similar to OPM's sample table and has experienced no problems. Messrs. Mossinghof, Smith, Wright, and Carmen expressed support for option three. Mr. Meese noted that one of our objectives is to bring management's attention to the need to manage, and that judgment and flexibility are necessary. He felt that any table of penalties issued government-wide should be for illustration purposes, and serve as a guide for further refinement and adjustment based on the needs of each agency.

Action: The Council agreed to recommend option three.

Federal Civilian Employment (CM #307)

Mr. Devine reported progress toward meeting the 1984 goal of a 75,000 reduction in non-DOD, non-postal civilian employment. He noted that the government is currently within 3,000 FTE of the goal. Some agencies have exceeded target levels, but projected new hires by many agencies threaten to increase the gap to 15,000 FTE during the fourth quarter. He stressed the need to keep up the pressure, and recommended a memorandum and a meeting of the Assistant Secretaries for Management Group (ASMG) to emphasize agency targets. He also recommended further status reports to the CCMA on August 1 and November 1, 1983.

Mr. Wright noted that the subject had been covered at a recent ASMG meeting, but suggested further discussion by both Mr. Devine and himself rather than a memorandum. Mr. Carmen mentioned that funds saved by GSA are being invested in high technology office equipment that should hold down the need for hiring in the

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future. Mr. Alvarez noted that the VA was finding it difficult to meet its goal, but believed it may still be possible.

Mr. Harper raised cautions that are needed because of impoundment and recission laws. He advised that Congress can be expected to take an interest in this effort and that consideration should be given to undertaking some form of consultation. Messrs. McNamar and Smith affirmed the need for careful action.

Action: It was agreed that no further memoranda were needed, and that OMB and OPM would work with the ASMG to meet the reduction goals, and report progress to CCMA.

Cash Awards for Non-Career Personnel (CM #374)

Mr. Devine pointed out that this issue is politically difficult, that a question exists as to congressional intent in the incentive legislation, and that OPM's General Counsel advises against cash awards for non-career employees. Mr. Devine recommended against cash awards for these employees. Mr. Wright expressed strong opposition to cash awards. Mr. Thayer and Ms. Hesse agreed with this position.

Mr. Mossinghoff recommended that some form of non-monetary award be developed. Mr. Carmen noted the excellent, hard work of many non-career employees, and the need to acknowledge their contributions. Mr. Devine suggested that perhaps a silver medal award could be developed. Mr. Harper suggested a certificate and/or an awards dinner hosted by the President.

Action: The Council agreed to recommend that cash awards not be given to non-career employees, but that some form of non-monetary awards would be desirable. Mr. Meese asked OPD and OPM to develop a proposal for an appropriate non-monetary award system.